

RESOLUTION NO. 97- 27

A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF GRAND TERRACE, CALIFORNIA  
ADOPTING THE GENERAL PLAN TASK FORCE  
RECOMMENDATIONS IN THE FORM OF A  
"STRATEGIC ACTION PLAN", AS A GUIDE FOR  
THE UPDATE OF THE CITY GENERAL PLAN AND  
BUDGETARY POLICY.

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WHEREAS, the City of Grand Terrace in the process of updating its General Plan has appointed a General Plan Task Force with representatives of all community sectors, as an extension of the Community and Economic Development Department Staff to help in the update of the General Plan; and

WHEREAS, the main purpose of the General Plan Task Force was to evaluate the city General Plan and its elements to determine adequacy and scope of the update; and

WHEREAS, the General Plan Task Force completed the review of the General Plan and developed a vision for the City of Grand Terrace, a set of guiding principles and eight major recommendations as integral parts of a Strategic Action Plan, subject of this resolution; and

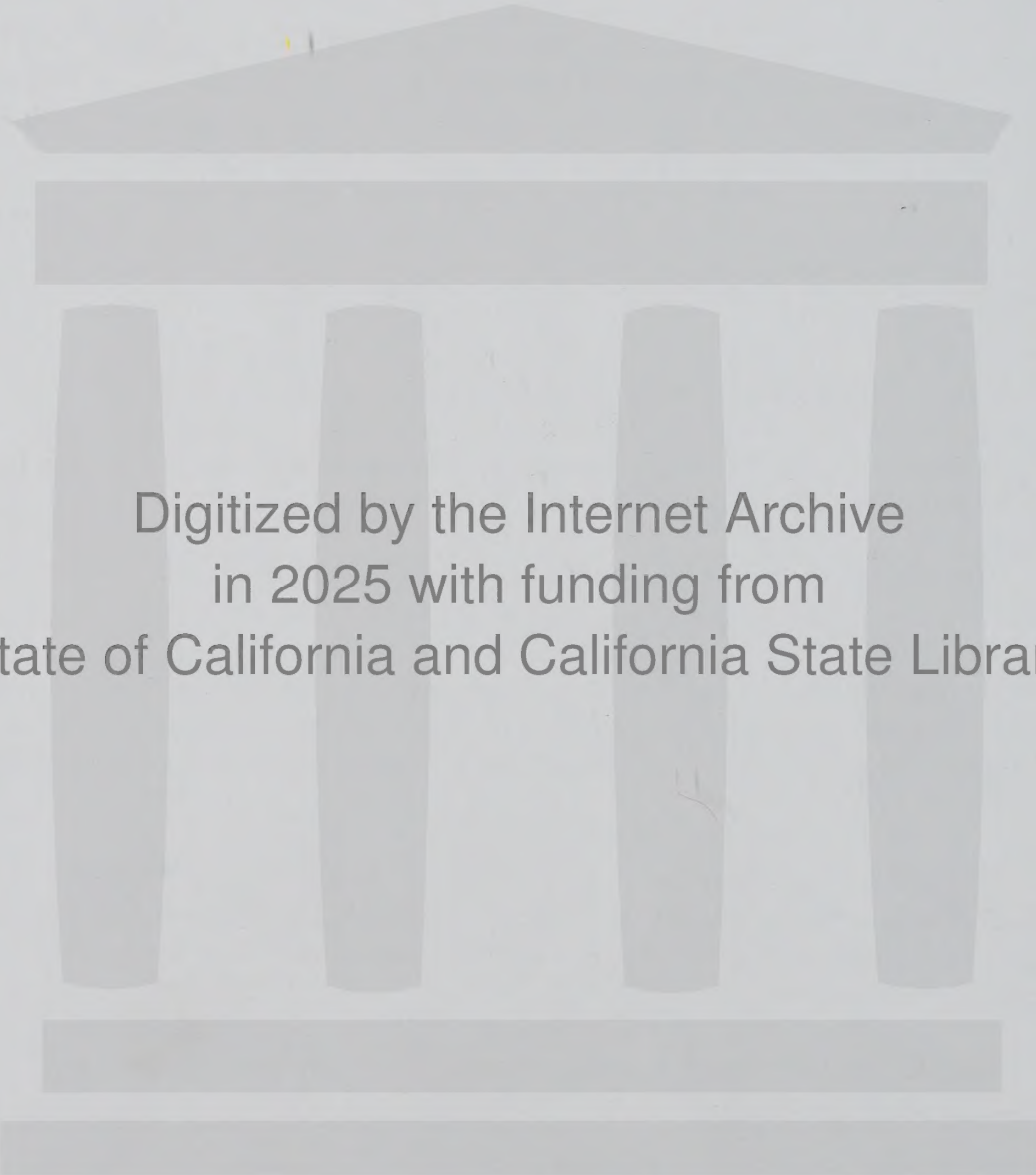
WHEREAS, recommendations focus on the following areas: 1) Community Image, 2) Blue Mountain Area, 3) City Center, 4) Economic Development, 5) Industrial Areas, 6) Family and Children Orientation, 7) Noise, Safety and Infrastructure and 8) Strategic Implementation.

WHEREAS, each major recommendation contains policies, objectives and actions which may be defined as follows:

Policies are Goals.

Objectives are "Why", the reasons we desire those goals and will be developed into performance indicators to measure progress.

Actions are how we will make it happen and need to be specific. Actions are evaluated according to priority, time of implementation and estimated fiscal impact (in the event an action which may take 10 years has a "P" for priority, start time should be as early as



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possible). Cumulative impacts of "P"actions will be evaluated during drafting of the Strategic Implementation Element.

Actions will be part of the Strategic Implementation Element, and will be adopted by Resolution; Policies and Objectives will become part of the General Plan document itself and will be adopted by Ordinance; and

**WHEREAS**, the adoption of this resolution provides also for the closure of the General Plan Task Force as a city committee, leaving open the option for appointment of volunteer mentors as described in the document as necessary to help implementation of desired actions; and

**WHEREAS**, the intent and content of this document was the subject of public hearings and forums of the City City Council, Planning Commission, media and newsletter articles, school educational materials, and presentations to committees and Chamber of Commerce; and

**WHEREAS**, through the community outreach effort input was solicited and received from the community at large; and

**WHEREAS**, the City Council previously approved this document, its intent and content and has directed staff to prepare a resolution for its adoption in order to provide a focused direction for the implementation of City goals and objectives; and

**WHEREAS**, the City of Grand Terrace's Strategic Action Plan is not in any manner or form to take the place of the City General Plan, but rather, to guide the drafting and update of its elements; and

**NOW, THEREFORE, BE IT RESOLVED** that the City Council of the City of Grand Terrace does hereby adopt the City of Grand Terrace's "Strategic Action Plan" incorporated hereby in Attachment A.

**BE IT FURTHER RESOLVED** by the City Council of the City of Grand Terrace that:

Section 1. The "Strategic Action Plan" is to be utilized as guidance for the General Plan update and budgetary policy; and

Section 2. That any implementation of actions be programmed and specifically authorized by the City Council on a case by case basis.

**PASSED, APPROVED AND ADOPTED** by the City Council of the City of Grand Terrace California at a special meeting held on the 17th day of November 1997:



ATTEST:

Brenda Stanfill  
City Clerk of the City of Grand Terrace  
and of the City Council thereof.

Byron Matteson  
Mayor of the City of Grand Terrace,  
and of the City Council thereof.

AYES:	Councilmembers Hilkey, Singley, and Garcia; Mayor Pro Tem
NOES:	Buchanan; Mayor Matteson
ABSENT:	None
ABSTAIN:	None

Approved as to form:

Jim Hahn  
City Attorney

Brenda Stanfill  
City Clerk





I, BRENDA STANFILL, CITY CLERK of the City of Grand Terrace, do hereby certify that the foregoing Resolution was introduced and adopted at a regular meeting of the City Council of the City of Grand Terrace held on the 17th day of November, 1997 by the following vote:

**AYES:** Councilmembers Hilkey, Singley, and Garcia; Mayor Pro Tem Buchanan; Mayor Matteson

**NOES:** None

**ABSENT:** None

**ABSTAIN:** None

Brenda Stanfill  
City Clerk

By the  
General Plan Task Force  
And  
The Community & Economic  
Development Department

ATTACHMENT A





# **STRATEGIC ACTION PLAN**

**Presented to the Grand Terrace  
City Council on September 25, 1997**

**By the  
General Plan Task Force  
And  
The Community & Economic  
Development Department**

**ATTACHMENT A**

# A VISION FOR GRAND TERRACE

Moving towards the future...In twenty years, Grand Terrace will be recognized as the most desirable family town in the region. Low density, clean and quiet atmosphere, safe and attractive neighborhoods; lovely parks, numerous recreational activities for children and excellent schools; outstanding panoramic views and strategic location; progressive civic leadership - all this will provide the opportunities...

The journey will bring denser and more diversified homes and businesses along Barton Road. The journey will also create a most unique and specialized commercial niche within our small community. Vibrant commercial trade of Grand Terrace business and industrial owners, combined with partnerships between residents and outside investors, and these groups with the City, will lead Grand Terrace into a prosperous future with sustainable economic growth.

All who wish will be able to ride, walk or bicycle via green, blossoming and beautifully landscaped corridors to the town square in the centre of town. Elegant and meaningful city entry signs will help us advertise and celebrate the great small City of Grand Terrace. Grand Terrace, Blue Mountain City, moving into the future with a vision for quality of life for all residents!

Note: This vision is to be illustrated with pictures and graphics once incorporated into the General Plan.

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# GUIDING PRINCIPLES FOR GRAND TERRACE

Most parents do their very best to raise happy, healthy and capable children and give them a strong underlying value system. Parents hope that, in the future, their children's actions will reflect their values.

Similarly, the citizens of Grand Terrace hope the City uses these principles as guidelines for decision making. This will benefit the City of Grand Terrace in its evolution into the next century.

Basic values and how they apply to Grand Terrace:

- **Be responsible.** Make important decisions based on future generations. Conserve natural resources and protect all living systems...
- **Take care of yourself.** Protect and enhance what we already have, our low density, attractive neighborhoods, our parks and level of safety.
- **Try your best.** Provide high quality public services in a cost effective manner.
- **Know who the most important people in your life are.** Give priority to families, children, seniors and their needs.
- **Be proud of yourself, transcend.** Strive for sustainable economic growth and development of a great City identity.
- **Have a goal and continually pursue it.** Consider the General Plan a living document to provide continuity beyond public officials and staff to enhance quality of life in Grand Terrace.
- **Respect other people's values, be patient and be friendly.** Promote community participation and formation of partnerships to ensure a sense of belonging and community growth.
- **Be honest.** Maintain open and trusting government. Educate the community.
- **Have fun and enjoy the journey.** Celebrate nature, celebrate your heritage and accomplishments. Bring beauty to the residents' eyes and pride to their heart.

**Note:** Guiding Principles are to be an integral part of the City General Plan, however may be adopted as a guideline and not by ordinance.

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edited 9/8/97



# COMMUNITY IMAGE

## Recommendation #1

### Policies:

- ◆ Establish and fortify the City image as an attractive and unique family-oriented, socially and economically active community; not only a typical bedroom community. . .
- ◆ Pro-actively market the City's best assets such as parks and recreation facilities, low crime city, low density, attractive neighborhoods, ideal strategic location, sales potential, etc.
- ◆ Beautify our major corridors and city entries via a landscape and hardscape theme.
- ◆ Honor Blue Mountain as the community symbol: "Grand Terrace, The Blue Mountain City"

### Objectives:

- To strengthen residents' physical connections with our local setting
  - To teach residents and businesses about Grand Terrace and disseminate information.
  - To strengthen our sense of community, our community identity.
  - To make Grand Terrace an unique place to live, work, play and visit; a village town where people can walk, and enjoy each other's company.
  - To develop a new cultural identity for Grand Terrace
  - To increase perception of sales potential, help expand existing and recruit new businesses
  - Ensure development and opportunities will not skip Grand Terrace
  - Promote economic development
  - Improve the quality of life for residents
- *"Celebrate nature, celebrate your heritage and accomplishments. Bring beauty to the residents' eyes and pride to their heart."* [Guiding Principle]
  - *"Protect and enhance what we already have, our low density, attractive neighborhoods, our parks and level of safety".* [Guiding Principle]

### Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21 to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Develop and update regularly the following: a business directory, a City profile, a video, posters and other marketing tools as needed. Participate in promotional events to market the City.	P	Ongoing	F1
Maintain a social/cultural calendar of public events and fairs.		Ongoing	F1
Produce media press releases to help market Grand Terrace when we are prepared for it.		Ongoing	F1
Include the Blue Mountain symbol on all City stationary, signage and appropriate items. Use		Within 2 yrs.	F1

this symbol as a marketing tool.			
Evaluate potential of the City to be marketed as a convention or meeting site.		Within 5 yrs.	F1
Participate in a "Keep the City Beautiful Program" and/or initiate an awards program for residential neighborhood beautification effort..		Within 5 yrs.	F1
Expand Grand Terrace Days and Tour de Terrace activities. Organize art and food festivals, exhibits and similar music and dance, theater plays.		Within 10 yrs.	F1
Develop, install and maintain a landscape, hard scape and signage theme including trees and flowers (Palms, Pine trees and Lupinis flowers), to beautify our major corridors		Within 10 yrs.	

### The Practical Side

When people respect and love where they live, play and do business, they naturally attract more people to it. The practical side of this image building consists of an effort to educate ourselves about Grand Terrace and participate to help it grow so we become proud of it; Economic Development and improvement of quality of life will follow.

We have already started these efforts with the beautification of Barton Road and the Barton Road Specific Plan itself, current bike lane grant, excellent public events such as Grand Terrace Days, Tour de Terrace and the dedication of our volunteers. A little "spice" with the production of a City profile and development of activities that connect us to the land, and we will be on our way. We just need to build up on it and transcend.

# BLUE MOUNTAIN AREA Recommendation #2

## Policies:

- ◆ Maintain Blue Mountain as open space and allow area to be enjoyed by residents.

## Objectives:

- To improve the quality of life in Grand Terrace.
- To preserve Blue Mountain and its ecological system.
- To prevent development on steep areas, thus avoiding heavy grading and possibility of erosion.
- To create a Fire Overlay Zone to prevent fires on Blue Mountain and protect adjacent housing development at the base of the mountain.
- To create public hiking trails (or improve existing ones) to make residents relate to Blue Mountain as part of their community, help to protect, preserve it and be proud of it.
- To develop the Grand Terrace Wilderness passive Park as a trail head to provide proper bicycle/car parking and directions to children and adults who currently park illegally in order to hike or travel to the top of Blue Mountain.
- *"Be responsible. Make important decisions thinking of future generations. Conserve natural resources. [Guiding Principle]"*

## Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Pursue funds to a) implement Adopt-A-Park Program and b) improve the City's Wilderness Park as bicycle/automobile parking and trail head.	a) P b) P	a) Within 2 yrs. b) Within 5 yrs.	F1 F4
Pass a resolution to increase development in lieu park fees to help augment the park maintenance fund.	P	Within 2 yrs.	F1
Contact Blue Mountain property owners to confer and reach an agreement regarding the feasibility of public trails, cost of land and/or utilization of trail easements.	P	Within 5 yrs.	F1 to F4
Develop a specific plan to determine areas appropriate for residential development versus strictly open space areas and other functions. Related development standards for protection of view, privacy protection of existing residential development, aesthetics and preservation or ecology will be part of the Specific Plan. Consultants or city staff can develop the Specific	P	Within 5 yr.	F1



Plan depending upon priority level.			
Identify regional endangered species using existing data and specific county data currently in development.		Within 5 yrs.	F1
Develop school programs for organized hikes, boy scout and girl scout hikes for recognition and planting of Blue Mountain "Lupins" (the blue flowers along the trail).		Within 5 yrs.	F1
Develop a Fire Overlay Zone in connection with applicable agencies which will introduce fire retardant vegetation adjacent the backyards of residents of the area. Other items that may be included in the Fire overlay Zone may include prohibiting wood shingles and similar architectural materials. Consultant, City and contracted Fire Agency can develop the Fire Overlay Zone.		Within 5 yrs.	F1
Create a regionally oriented Open Space Element for continuity of other city and county conservation areas.		Within 10 yrs.	F1
Develop the City Wilderness Park property, located directly above Wren, Finch, DeBerry and Cardinal, as a passive park with a trail head and parking for Blue Mountain trails, which could "fork" to Box Mountain trail.		Within 20 yrs.	F4

### Practical Side

While complete improvement of a park and hiking trail system may involve significant time and capital, the land use and zoning items may be developed as case load permits or with small scale consultant contracts. The existing access road could be improved as a first phase with negotiations with property owners and a trail head installed at the Wilderness Park without a large sum of funds expended. Trails otherwise could be dedicated to the Forest Service or other agency who already has regulations and insurance to cover public trail, i.e., potential injuries to users,. School programs may also be self-funded, insured and directed.

An Adopt-A-Park Program and an insurance plan needs to be in place for a first phase of otherwise recommendations will be a burden on the City budget. It is the challenge of the General Plan Mentors to embrace such tasks as this and to help eliminate potential burdens to the City budget. The mentors will work as volunteers to appropriate city departments to help make the recommendations a reality.

If we do not plan, two to three million residents will come to California in the near future; some will come to Grand Terrace and they will plan for us. A forest of telecommunication towers and water reservoirs could destroy Blue Mountain's horizon through time. Roads and large, flat, steep dust cut slopes with concrete flat housing pads will populate the hillside. The environment could be so crowded that privacy may be eliminated and the value of existing easement development would be reduced. No more rock outcroppings, coyotes, not more sage brush or Lupins, but a hill like many others - one that lacks identity.

We do not want this to happen. Blue Mountain is one of the City's best assets and we need to take advantage of this natural resource. Let's preserve Blue Mountain and make residents proud of it!

# **CITY CENTER**

## **Recommendation #3**

### **Policies:**

- ◆ Create a city center with the establishment of a public plaza - a city center for a social/cultural purpose.
- ◆ Create the infrastructure for a successful business district - a city center for economic development purposes.

### **Objectives:**

#### ***City Center Social/Cultural Objectives:***

- To provide residents with greater opportunity to socialize, interact, interface with people, learn and entertain within a familiar setting.
- To have a place to gather and celebrate; a public space for cultural events to strengthen our community identity.
- To create a "place oriented" experience which will increase pride of our home town, help to bring people to Grand Terrace and help enhance our community image.
- To create a public environment which reflects community values and needs that is able to withstand the retail business cycles and trends.
- To help portray a "Cape Cod" architectural style village atmosphere as currently indicated in the Barton Road Specific Plan.
- "To promote community participation and formation of partnerships to ensure a sense of belonging and community growth." [Guiding Principle]

#### ***City Center Economic Development Objectives:***

- To increase the City's retail tax base.
- To implement the five elements of a small, scale, successful business district:
  1. Narrow Streets
  2. Dense commercial area with dense residential area in the immediate vicinity thereby creating a "round the clock" activities and uses.
  3. Public or civic uses in the area.
  4. Architecturally styled, "place oriented" image.
  5. Multi-modal access as much as possible.
- To change the image of Barton Road from a major vehicle oriented highway to an active pedestrian village road with no traffic capacity reduction; for traffic calming only.
- To install a median on selected portion of Barton Road to increase safety for pedestrians and reduce scale of environment to a pedestrian scale.
- To intensify the density of residential and commercial uses along and in the immediate vicinity of Barton Road.
- To introduce mixed use commercial and residential development on the long and narrow lots area south of Barton Road; thus allowing reconfiguration of lots and density increases.
- To build senior housing in the downtown to meet demand demonstrated by the housing survey and satisfy state housing element requirements.
- To allow use of 20% set aside housing fund used for purchasing land.
- To provide opportunity for local senior residents to stay in the area and have alternative housing choices such as condominiums or townhouses.
- To create a constituency of residents and businesses in the downtown area.

- To make the are more stable.
  - To encourage the creation of a lively atmosphere with a 12+ hour life.
  - To increase downtown density to widen the customer base, ensuring the basic survival of local businesses.
  - To increase perception of retail sales potential.
  - To allow lot reconfiguration to provide opportunity to local and small developers to invest in the downtown area.
  - To build a city center to trigger development along Barton Road.
  - To increase feasibility of downtown.
- *"Be proud of yourself, transcend. Strive for sustainable economic growth and development of a great city identity" [Guiding Principle]*

### Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
a) Pursue funding for b) the installation of a median in selected areas of Barton Road.	a) P b) P	a) Ongoing b) Within 10 yrs.	F1 F4+
Process and certify the City's Housing Element to be authorized to build senior housing with 20% set aside RDA funds to meet the Regional Housing Needs Allocation (RHN) requirement.	P	Within 2 yrs.	F1
Offer Redevelopment Agency (RDA) incentives for business to do facade, landscape and hardscape remodels and/or improvements.	P	Within 5 yrs.	F1 to F4
Develop Phase II of the Barton Road Specific Plan to address the following issues: 1) Allow mixed use development as an option 2) Allow senior housing in the downtown area 3) Define where the plaza would be located within the long, narrow lot area of the Barton Road Specific Plan. 4) Select location for installation of a median along Barton Road and develop landscape guidelines for median areas. 5) Create policy for the Barton road Specific Plan for mature tree removal and landmark classification. 6) Revise land use matrix to include civic and recreational uses in the plaza area. 7) Develop code compliance guidelines. 8) Design frontage roads as needed and alternative public plaza design concepts. At minimum, city center plaza is to include commercial businesses related to children and their needs along with satellite government and university uses. The plaza is to face Barton Road; plaza area to be defined by these commercial uses and senior housing to be located in the rear	P	Within 5 yrs.	F2



towards La Paix and Reed Street residential areas. 9) Phase II of the Barton Road Specific Plan is to refine the design principles and illustrate feature to provide a clear picture of developers and business for desired architectural design and stereoscope.			
Conduct workshops with residents in the Barton Road area to promote the idea and to give them a sense of confidence in the project.		Within 2 yrs.	F1
Conduct a feasibility study to build a community center in the downtown area.		Within 2 yrs.	F1
Extend bike lanes and pedestrian paths to allow people to walk to Barton Road.		Within 2 yrs.	F1
Develop renderings and models of different areas and streetscape for workshops with brokers, residents and businesses.		Within 5 yrs.	F1
Conduct workshops with prospective existing businesses regarding new city center area.		Within 5 yrs.	F1
Pursue funds or grants to augment city build first class senior housing in the project area.		Within 5 yrs.	F1

## The Practical Side

Does a city center depend on prosperous retail? Not necessarily. The primary function of a public plaza, or a community center, is to offer people a place to gather – with or without retail establishments. Public plazas, as in the European cities and all the cities we love, offer amenities and functions such as museums, plazas with fountains, government buildings, churches, libraries, games, art and other uses, not just retail.

Many plazas also have restaurants with outdoor seating areas, specialized retail, and are so attractive in design and atmosphere that local people are proud of it and visitors keep coming in. The city center in Grand Terrace is proposed to be both a unique place to gather and to shop. First, we bring the people in then retail will follow. How Can We Start?

We have already started with the approval of the housing strategy to have our housing element certified by the state. In the event, it is approved, the housing strategy will allow the city to use our RDA 20% set aside funds for housing to build senior housing in downtown. We would need to will subsidize thirty percent of the units for affordable to fixed income seniors. The others will be sold at market rate. The City can utilize these funds to write off land costs and make it feasible for an interested developer to build the housing, the plazas and the commercial surrounding it.

### *Several scenarios could be possible:*

1. City proceed in a slow, building approach: amend the Barton Road Specific Plan, have the Housing Element certified and set the financial strategy in place and wait for developer interest.
2. City proceed with a more proactive approach which could result in higher possibilities, but also risk holding the land until a developer is found. This approach involves the actual purchase of the land up front and development of project alternatives - product marketable to developers. The City could phase the project so as to attract one developer at a time, rather than one developer willing to build the entire project. In this latter event, it is anticipated that the search would entail looking for a developer for the senior housing and plaza portions of the project first, and that a second investor could enter the picture to install the commercial uses and community center around the plaza in a second phase. Such a second phase will require significant additional source of funding and feasibility studies.

The most important step in either scenario is the City taking the initiative to get the strategy in place to allow opportunities for development to take place.

Along with the financial and physical setting and site, the strategy would also have to include the following:

- ◆ determine the Grand Terrace market niche
- ◆ market city assets on an ongoing basis proactively
- ◆ organize events, concerts, open air markets, fairs at the plaza, etc.

The good news is that we have already started. We have only to keep on track!

# ECONOMIC DEVELOPMENT

## Recommendation #4

### Policies:

- ◆ Determine a market niche for Grand Terrace in terms of retail and industrial uses.
- ◆ Ensure balanced development standards and expeditious processing
- ◆ Advance a productive relationship and partnership with the business community
- ◆ Provide a system of financial incentives to local businesses
- ◆ Establish a relationship and partnership with professional organizations and other economic development allies

### Objectives:

- To determine the potential of the "City's Vision" of creating an active commercial trade and industrial area, based upon a unique and specialized niche, as well as a partnership between residents, business and the City.
- To increase taxable sales (retail and wholesale).
- To plan for sustainable economic growth.
- To update the Barton Road Specific Plan permitted land use matrix.
- To provide existing businesses valuable information regarding goods on demand by local residents in and the economic region as a whole.
- To be prepared to market our focus niche to segmented targets or prospective businesses and industrial businesses.
- *"Be proud of yourself, transcend, strive for sustainable economic growth and a great city identity".*  
[Guiding Principle]

### Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21 to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Establish feedback system to ensure development requirements are feasible to local businesses.	P	Ongoing	F1
Develop partnerships with the business community to target vacant store fronts	P	Within 2 yrs.	F1
Enlist representatives from various state and county agencies, private institutions such as banks, utility companies, school districts, as well as private persons such as accountants, journalists to help us plan economic development efforts	P	Within 2 yrs.	F1
Obtain resident participation and involvement as investors in their own City	P	Within 5 yrs.	F1
Reflect results of surveys and analytical tools on all marketing brochures and literature as often as possible	P	Within 5 yrs.	F1



Develop Business Retention and Expansion, and Business Recruitment, Programs in connection with the Chamber of Commerce	P	Within 5 yrs.	F1
Develop an Economic Development Element for the City General Plan	P	Within 5 yrs.	F1
Develop a comprehensive economic development program which utilizes all community assets to the utmost possible	P	Within 5 yrs.	F1
Use analytical tools to define the City's market niche, such as: A. Economic Base Analysis (to determine our role in the economic region and the region's industrial and retail major clusters) B. Market Analysis/Business Absorption Study (to evaluate businesses such as biomedical and medical services, dentists, children's businesses, etc.) C. Business and Resident Surveys D. CALED one-day workshop E. Business Incubator Analysis	P	Within 5 yrs.	F1
Develop brochure to explain "Fast Track" permit process as an incentive for new business, via a "cafeteria point system".		Within 2 yrs.	F1
Consider rezoning the area surrounding the GTI market site to the north to make it more attractive to developers.		Within 2 yrs.	F1
Evaluate city codes regarding tenant improvements in conjunction with local businesses to increase flexibility in permitting.		Within 5 yrs.	F1
Investigate a City Main Street-type of program		Within 5 yrs.	F1
Evaluate creation of international business opportunities		Within 10 yrs.	F1

### The Practical Side

Should we strive for a commercial/retail base, an industrial base, both – or perhaps, none at all? Where do we want to be in 20 years? Is it feasible to have an active downtown?

It is these very types of questions, the hard, practical questions, that should guide us in determining what types of economic development strategies are necessary. In fact, we have already begun this process, and have initiated several programs to date:

- Work of the General Plan Task Force
- Development of this Economic Development Element
- Work of the Business Development Committee of the Chamber of Commerce
- Survey given to residents regarding business
- Recent City Council policy to find alternatives to loans received from Redevelopment Agency for use for normal City operations
- Development of the City Profile and Compilation of the Urban Decisions Systems market data for Grand Terrace
- Various economic development conferences and seminars attended by Commissioners, staff and a series of related discussions and talks

- **Creation of an Economic Development Division within the Community Development Department**

**We have started to build a momentum, yet economic development needs are as broad as quality of life issues, thus the determination of our market niche is fundamental in this process of planning for the future of Grand Terrace. However, the only way to get started is to take those "first steps". The General Plan Task Force has outlined our initial steps. It is very practical, low cost and cost effective to get prepared to market the City assets by continuing to implement the economic development actions recommended by the General Plan Task Force.**

# INDUSTRIAL AREA Recommendation #5

## Policies:

- ◆ Regulate development, create incentives and complete infrastructure to attract new business park uses and clean industry
- ◆ Protect residential areas which surround industrial uses

## Objectives:

- To increase and expand our business/industrial park area in order to: 1) increase our industrial job base; 2) increase the City's taxable sales; and 3) develop land in the redevelopment area, thus increasing Redevelopment Agency tax increment revenues.
- To develop an attractive business park where clean industries, commercial uses and family-oriented entertainment can co-exist.
- To complete the infrastructure, especially in terms of roads and circulation components so we may provide better access to the industrial and residential areas (for example, constructing Commerce Way as an alternative route for the Michigan Avenue access to the industrial area; this maintains Michigan as a residential road and improves industrial access significantly).
- To improve circulation and evaluate the possibility of direct access to the I-215 freeway to alleviate future estimated through traffic from Pigeon Pass Road via city neighborhoods.
- To improve circulation and direct access to the I-215 freeway to attract new industry.
- To develop new standards and buffer zones to protect nearby residential areas from noise and dust while allowing industrial businesses to expand.
- To emphasize development of the industrial area to create trade jobs, thus creating a larger base of people in the area to support local retail businesses.
- To expedite development review and case processing by conducting area-wide environmental review prior to developers expressing interest.

## Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21 to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Evaluate feasibility of direct access to the I-215 freeway via Iowa interchange. Lobby proper authorities as applicable.	P	Within 2 yrs.	F1
Pursue funding for construction of Commerce Way	P	Within 20 yrs.	F5+
Conduct a study for the specific alignment of Commerce Way. Request dedications of land from local property owners accordingly.		Within 5 yrs.	F1
Develop a Business Park Specific Plan and related Master EIR with detailed development standards which include the creation of buffer zones between residential and industrial uses (such as office space or denser housing uses). This would		Within 10 yrs.	F2

entail close involvement with property owners.			
Develop financial and zoning incentives for industrial uses similar to those offered in enterprise zones.		Within 10 yrs.	F2

### The Practical Side

The development of our industrial area is becoming increasingly necessary for the support of an active downtown and to increase our overall tax base.

While the development of a Business Park Specific Plan can be cumbersome and relies on coordination and cooperation of property owners, as well as be time consuming, it may be relatively inexpensive if the work is performed in-house. However, funds to construct Commerce Way or a possible new connection with the I-215 freeway are a completely different story...projects such as the two latter could cost upwards of \$12M each! Where do we start?

We begin with our vision to develop the City's industrial base by developing the standards, parameters, precise road alignments, and of course, the Specific Plan itself. If studies prove it is not feasible to expand our industrial areas, or to build new access to the freeway, we need to look at alternative strategies. BUT, if the studies determine that it is feasible, we will need to gather ourselves in unison and lobby, lobby, lobby – until it is attainable.



# FAMILY & CHILDREN ORIENTATION Recommendation #6

## Policies:

- ◆ Encourage land uses, policies and programs that support our City's youth, senior citizens and families.
- ◆ Include family-oriented entertainment uses in the General Plan industrial land use district.
- ◆ Develop family programs which help to decrease physical alienation from the local setting thereby increasing pride in one's home place.
- ◆ Encourage a high quality education for our children.
- ◆ Strive to maintain the City's low crime status.
- ◆ Continue augmenting our park and recreation facilities.
- ◆ Increase safety of our streets.

## Objectives:

- To continue expanding opportunities for children and teenagers for wholesome entertainment within a familiar setting.
- To promote parental participation in school district activities and programs.
- To maximize the use of available land and tenant space with patterns compatible with entertainment uses.
- To increase "street" safety by promoting community interaction and expand the safe environment for children to play in, including front yards, sidewalk and parkway areas and the streets near their homes.
- To increase the quality of life in Grand Terrace.
- *"Know who the most important people in your life are. Give priority to families, children and seniors and their needs". [Guiding Principle]*

## Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21 to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Incorporate retail geared towards children and seniors as permitted uses, including medical services and other related types, in Phase II of the Barton Road Specific Plan.	P	Within 2 yrs.	F1
Incorporate family entertainment uses in the industrial area (Business Park Specific Plan area) via an overlay zone. These entertainment uses include video arcades, laser tag facilities, movie theater, etc. Note that these types of uses are compatible with industrial land use patterns, or overlay zone.	P	Within 2 yrs.	F1
Organize family group outings such as hiking or bicycling around town or connecting to nearby conservation or recreation areas.	P	Within 2 yrs.	F1
Adopt-A-Park program whereby local clubs,		Within 2 yrs.	F1

associations, businesses, or private parties can help support the maintenance of park facilities and/or the procurement of park equipment.			
Study feasibility of a youth facility/center or designated space for youth activities.		Within 2 yrs.	F1
Evaluate alternative "traffic calming methods to reduce speed on residential "streets" to encourage long walks and play to increase "street" safety.		Within 2 yrs.	F1
Amend current zoning code whereby new residential development will de-emphasize garages, and bringing the attention of residents to the streets to increase "street" surveillance while kids play.		Within 5 yrs.	F1
Amend zoning code to require open space in all residential developments.		Within 5 yrs.	F1
Coordinate new technology advancement efforts with local schools or school district		Within 5 yrs.	F1
Develop programs in conjunction with schools to utilize school grounds in common.		Within 5 yrs.	F1
Create a guide for family outings and provide a map of community and regional recreational destinations, as well as local cultural activity sites (i.e., Santa Ana River Park).		Within 5 yrs.	F1
Develop and install a street safe program in conjunction with local schools. This will improve all pathways used by children on their way to school, walking or bicycling. This includes curb gutter, sidewalks, street widening, signs and/or completing necessary street improvements in these pathway areas.		Within 10 yrs.	F4+
A. Evaluate possibility of developing Gage Canal as a park area; and, B. Equip the neighborhood easements or linear parks not currently being used.		a) Within 10 yrs. b) Within 20 yrs.	F1
Purchase and between Terrace View Elementary School and the Grand Terrace Senior Center. This land may be utilized for the mutual benefit of the city and school.		Within 20 yrs.	F4

## The Practical Side

One of the City's best assets is our parks and recreation activities. The General Plan Task Force commends existing programs and would like to emphasize how important it is to continue expanding these services to meet existing and projected needs. These types of programs help the City show its priorities – its family lifestyle, senior citizens and children. While incorporating "street" safety design and new uses into our codes is relatively simple, it is important to note that to implement all the Task Force recommendations could take the next 20 years! But...implementing all of the City's goals is a journey, not just an end result. Where do we start?

We should start by organizing our priorities to be the most efficient. In other words, many implementation steps, if taken first, could help get others started. For example, implementing an Adopt-A-Park program could help with allowing the first phase of the Blue Mountain Wilderness Park. Further, many programs and goals are contingent on funds available, so it will become valuable to rely on volunteers, specifically the

volunteer Mentors as recommended by the Task Force. These mentors will work closely with city staff to make these programs become reality. If we are persistent, patient and keep focused on the goals, it will all happen...it's just a matter of time.



# NOISE, SAFETY & INFRASTRUCTURE Recommendation #7

## Policies:

- ◆ Maintain noise levels at satisfactory decibels and a "Good Neighbor" policy related to noise.
- ◆ Maintain city streets, drainage channels and sewer mains so that they are in good condition at all times.
- ◆ Ensure that residents and local businesses are informed of assistance available in the event of a major disaster, infrastructure difficulty or noise problem.
- ◆ Ensure consistency of departmental plans and programs with the entirety of the General Plan.
- ◆ Coordinate with various utility companies, regional/state/federal agencies regarding long terms plans as it relates to noise, safety (emergency preparedness) and infrastructure.
- ◆ Keep related information up to date.

## Objectives:

- To plan ahead to keep Grand Terrace functional, safe and attractive on an ongoing basis.
  - To prevent significant noise problems in the future.
  - To devise the safest possible evacuation routes in case of a major disaster.
  - To develop an outreach program to inform residents and local businesses about disaster preparedness to maximize public safety and minimize physical damage.
  - To maintain current and consistent plans which reflect departmental cooperation and mutual interest for the ultimate benefit of Grand Terrace residents.
  - To have plans consistent with regional, state and federal regulations which in turn maintains Grand Terrace's eligibility for reimbursements and/or grants.
  - To plan ahead to eliminate all possibilities of future problems with infrastructure thereby preventing potential water contamination, exorbitant sewer rates, potential health hazards, etc.
  - To ensure the General Plan is consistent internally thereby allowing maximum efficiency of public services.
- *"Try our best. Provide high quality public services in a cost efficient manner."* [Guiding Principle]

## Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
Evaluate and ensure consistency of the following plans and programs with each other and the entirety of the General Plan: <ol style="list-style-type: none"> <li>1. Emergency preparedness vs. General Plan Safety Element vs. Crime Prevention Strategies</li> <li>2. General Plan Noise Element vs. Municipal Code Nuisance Ordinance</li> <li>3. General Plan Infrastructure Element vs. The Riverside Highland Water Master Plan vs.</li> </ol>	P	Within 2 yrs.	F1

<b>Sewer issues</b>			
<b>Adopt a Noise Element involving all required aspects of analysis.</b>	<b>P</b>	<b>Within 2 yrs.</b>	<b>F1</b>
<b>Contract noise consultant to conduct noise study and update the city noise contour map; noise consultant to make recommendations for mitigation measures for all sources of noise contaminants: freeway, railroad, airports, commercial/industrial/residential activities.</b>	<b>P</b>	<b>Within 5 yrs.</b>	<b>F1 - F2</b>
<b>Update city noise ordinance to incorporate noise contours and county standards, as well as the policies stated in the General Plan.</b>	<b>P</b>	<b>Within 5 yrs.</b>	<b>F1</b>
<b>Develop an outreach program for safety and infrastructure related issues.</b>		<b>Within 2 yrs.</b>	<b>F1</b>
<b>Participate in the Flood Control Mapping on an ongoing basis.</b>		<b>Within 2 yrs.</b>	<b>F1</b>
<b>Conduct emergency preparedness drills and involve community on an ongoing basis.</b>		<b>Within 2 yrs.</b>	<b>F1</b>
<b>Evaluate and ensure consistency of the following plans and programs with each other and the entirety of the General Plan:</b> 1. <b>Emergency preparedness vs. General Plan Safety Element vs. Crime Prevention</b> 2. <b>General Plan Noise element vs. Municipal Code Nuisance Ordinance</b> 3. <b>General Plan Infrastructure Element vs. the Riverside Highland Water Master Plan vs. Sewer Issues</b>		<b>Within 2 yrs.</b>	<b>F1</b>
<b>Evaluate the Riverside Highland Water Company's Master Plan and its future potential for impacts on Grand Terrace.</b>		<b>Within 2 yrs.</b>	<b>F1</b>
<b>Develop a city drainage Master Plan and pursue funding sources for implementation (maintain consistency with NPDES Program).</b>		<b>Within 5 yrs. (up to 20 for implementation)</b>	<b>F1 - F5</b>
<b>Develop a long term sewer maintenance and replacement plan and coordinate with the City of Colton regarding future sewer rates. Pursue funds to implement maintenance goals.</b>		<b>Within 5 yrs. (up to 20 for implementation)</b>	<b>F1 - F4</b>
<b>Develop a long range street maintenance and replacement plan and pursue funds for implementation.</b>		<b>Within 5 yrs. (up to 20 for implementation)</b>	<b>F1 - F4</b>
<b>Map alternative evacuation routes to minimize the existence of parallel petroleum pipelines, and reduce the impact of geologic faults, gas and electric lines and flood zones.</b>		<b>Within 5 yrs.</b>	<b>F1</b>
<b>Use Geographic Information Systems (GIS) computer technology to ensure various maps are kept up to date, are consistent with each other at present and in the near future.</b>		<b>Within 5 yrs.</b>	<b>F1</b>

## The Practical Side

It is possible to develop a citizen/business outreach program, ensure consistency of departmental plans, develop a noise contour map and develop long range infrastructure plans. The difficulty and expense lies in the implementation of the infrastructure plans. Where do we start?

We can start with an infrastructure replacement and maintenance capital improvement program similar to the 5 & 20 year Measure I Capital Improvement Program for transportation planning.

Transportation planning is based on ultimate road capacity as outlined on the General Plan Circulation Element, and on needs of development review and traffic regulation measures.

The Measure I Program includes the top five transportation planning projects for which we are saving 50% of Measure I funds available and actively lobbying for approval and implementation. This list of transportation planning projects is forwarded to the San Bernardino Association of Governments (SANBAG) each year for consideration of funding. However, the probability of funding is low since funding is based upon service levels and regional priorities. This does not mean that our chances are zero - rather, it means that we must be persistent. For example, we were able to procure \$369,000 in grant funds for the bike lane project!

The remaining 50% of the Measure I funds are saved for maintenance and replacement of infrastructure, i.e., streets, pavement, sewer pipes and storm drains. However, we must be realistic. Just as is the case with the Transportation Planning Program, available funding will cover only a small portion of it. It will be necessary to pursue additional grant funding and/or state/federal loans and possibly implement a fee or utility tax to reach our goals. On the other hand, there is time and means to begin implementing the less costly items recommended here. It will also help to simplify infrastructure projects as much as possible to make them feasible in the future!



# STRATEGIC ELEMENT

## Recommendation #8

### Policies:

- ◆ Ensure continuous implementation of General Plan policies.
- ◆ Generate a more action-oriented General Plan with measurements, thresholds and/or quality of life indicators to evaluate progress.
- ◆ Maintain a mentor program where mentors are residents or business volunteers who work for applicable City Department Heads to accomplish a pre-set goal and implement a policy.

### Objectives:

- Our ultimate goal with the Strategic Element and its policies is to achieve the City "Vision".
- To organize and prioritize actions and be adopted by resolution.
- To measure the fiscal impact of actions.
- To establish a time frame for policy implementation.
- To have a more practical document which reflects General Plan goals and policies.
- *"Be Responsible." Make important decisions based on future generations." "Have fun and enjoy the journey." [Guiding Principle]*

### Actions:

Major Recommendation and/or Action	Priority	Implementation Time	Fiscal Impact F1=0 to 20K; F2=21 to 50K; F3=51 to 200K; F4=201K to 1M; F5=more than 1M
List of actions per time of implementation, i.e., all actions that can be accomplished within a two year period, five years; ten and twenty years.			
Within each list of actions, establish priorities, i.e., to develop a specific plan in-house may take up to five years. However, if it is considered a priority, the works should start in the near future. Or some items may cost millions of dollars, and therefore, savings need to commence soon, unless the item is not a top priority. On the other hand, while many recommendations can be accomplished within 2 years, cumulatively, it may not be possible to complete all of them within the same two years!			
Establish first group of mentors, program regulations and determine departments they will work for. Mentor volunteer positions should first be offered to General Plan Task Force members and then to the public in general.			
Develop quality of life performance indicators based on General Plan policies as outlined in this			

document. These are to be evaluated at the end of two, five, ten and twenty years or more frequently as desired.

### The Practical Side

An Implementation Plan is the practical side of a General Plan and the mentors will ensure continued implementation of their recommendations. They will "adopt" the recommendations and serve as an enzyme for it to take place.

It is exciting to be part of the good things that will happen in Grand Terrace in the years to come!







